

FROM TRADITIONAL TO SELF-DIRECTED
FORMING THE FACILITY MAINTENANCE
SELF-DIRECTED TEAM

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SEMINAR 16, STUDENT NUMBER 40

I certify that this is my original work, and that it has not been previously accepted for publication.

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2 March 97

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As the Federal Government, Department of Defense, and Army focus on providing quality services we must seek to find new and more efficient ways to effectively conduct business. Team management, an alternative to traditional management structures, may prove to be one technique that enhances performance. Teams have been successfully implemented at such well-known companies as Kodak, General Electric, and Hewlett-Packard. Teams are a long term solution and they have been shown to “represent one of the best ways to support the broad-based changes for the high-performing organization.”¹ This research paper will address the implementation of a self-directed team at the Ft. Campbell, Kentucky Directorate of Public Works (DPW). I approached the project by reviewing current literature on the subject. With this information as a basis and my knowledge of the maintenance function I developed an implementation plan and established a self-directed team. This paper will discuss the process that I used to develop the team and the effectiveness of these techniques.

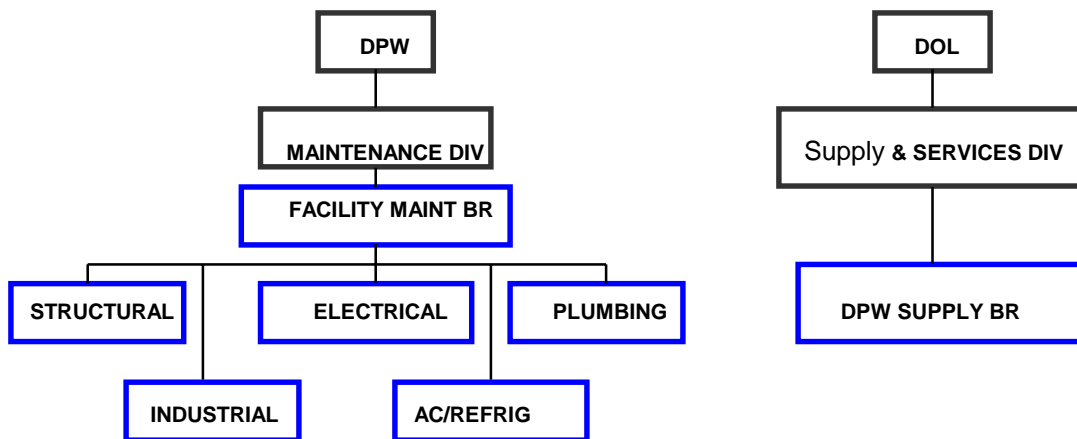
BACKGROUND:

Ft. Campbell is an Army installation, comparable to a city, that supports a population of approximately 40,000 soldiers and civilians. The Garrison provides services that are numerous and diverse. A sampling includes: buildings and utilities, recreational facilities and activities, personnel and safety management, fire fighting, information technology, vehicle maintenance and operation of an airfield. The DPW is the agency on the installation responsible for maintenance and operation of the installation’s infrastructure. This includes facilities, housing, utility plants and distribution systems, environmental programs, road networks and grounds. Within the DPW is the Maintenance Division, which is responsible for the maintenance and operation of facilities, utilities, roads and grounds.

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Prior to 1 October 1996, the DPW was organized in a traditional structure. Under this structure, the organization that accomplished facility maintenance included five individual supervisors who managed a workforce of approximately 100 personnel and were responsible to the Branch Chief for in-house maintenance. They were craft-oriented and supervised sections with expertise in the areas of plumbing, structural maintenance, air-conditioning and refrigeration, industrial heating, and electrical systems. A Branch Chief ensured that the individual sections worked in concert to accomplish the overall mission. Any issue that crossed areas of responsibility, or required coordination between sections, was brought to the Branch Chief for direction and decision. Another directorate, the Directorate of Logistics (DOL), provided supply support for the branch. Supply issues that could not easily be resolved at the branch level were brought to the Division Chief and in some cases the Director for resolution. Individual supervisors were responsible only for the performance of their section. The Branch Chief was responsible for the performance of the entire unit.

TRADITIONAL STRUCTURE



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In February 1996 the Ft. Campbell Garrison Commander appointed a transition team to evaluate the Garrison structure. The mission of the Garrison Transition Team was to create a new and process based, customer-oriented organizational model for the Garrison and to develop a supporting action plan. After many months of study they recommended that the traditional "Directorate" approach be scrapped for a "Business Center" approach. This approach would concentrate the resources and processes for functions in individual Business Centers. The recommendation that the Garrison establish team-based management was integral to this approach. Under this model, individual Business Centers would be responsible for specific functions. Those functions and processes would be managed by self-directed teams working toward a common goal.

The DPW became the pilot Business Center in October 1996. It's stated mission is to "Satisfy our customer's deployment, readiness, and sustainment requirements with quality infrastructure and housing services." To implement this strategy, the DPW committed to establish self-directed teams. One of these teams is the Facility Maintenance Team.

TRADITIONAL MANAGEMENT VERSUS SELF-DIRECTED TEAMS:

In a traditional management structure, there are levels of supervision each with very specific levels of responsibility. Supervisors are responsible for those activities that are directly under them at each level. Requests for approval for actions are run "up the chain" to the individual responsible for all the affected areas. Decisions are sent "down the chain" for implementation. Organizations are usually structured around task accomplishment, not process accomplishment. For example, in the DPW, the Facility Maintenance Branch was responsible for performing in-house maintenance of the installation's facilities. While the Branch Chief was

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responsible for the actions of each section in his branch, he had no control over the process of receiving requests for maintenance or the process for obtaining supplies to support maintenance tasks. Individuals are responsible only for their actions and results and for those of their subordinates. Individuals hesitate to make suggestions for changes that affect anyone outside of their narrow view. Changes to processes, that cross management lines, typically require extensive coordination.

Teams, on the other hand, are groups of individuals who are responsible for an entire process. They have the authority to make changes anywhere within the process that they control. The Facility Maintenance Team has control over the entire maintenance process to include receipt of requests for repair, decisions on how to accomplish the work, and obtaining supplies to do the work. In the words of Katzenbach & Smith, teams are “a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable”.² Teams are more effective than the sum of their parts. Individuals working together toward a common goal, and who are responsible for an entire process, bring together skills and experiences that exceed those of any individual, and achieve results better than any individual may achieve.

TRADITIONAL

Responsible for individual results
Control over individual tasks
Management determines work methods
Narrow focus
Slow to change
Focus on task accomplishment

SELF-DIRECTED TEAM

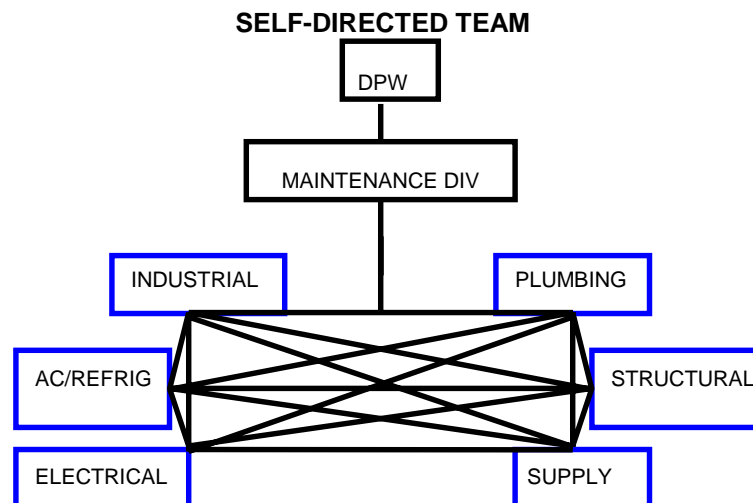
Responsible for team results
Control over entire process
Team determines work methods
Broad organizational focus
Changes come easily
Focus on process results

TRANSITION TO THE FACILITY MAINTENANCE TEAM

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The Facility Maintenance Team was developed as a team that would be fully responsible for the maintenance and condition of facilities. The concept of self-directed teams who are “given decision-making responsibility over the day-to-day steps of the process, and, as such, are a permanent part of the basic organizational structure through which work is done,”³ was used. Each of the individual supervisors in the Facility Maintenance Branch along with the supervisor of the supply operation were formed into a self-directed team within the Maintenance Division. The position of Branch Chief was abolished. Through the first three months of the transition, the Branch Chief assumed the role of facilitator. At the end of this period he retired and the team became fully responsible for facility maintenance.

This team has the mission to maintain, operate, and repair Ft. Campbell facilities in a cost effective manner to provide quality facilities for the soldiers and civilians who work and live at Ft. Campbell. They are responsible for the entire process of maintaining Ft. Campbell's facilities and are accountable to the Division Chief, and each other, for their actions and accomplishments.



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The transition to a self-directed team requires extensive planning and training. The team members, their subordinates, and management must all develop new skills and increase their base of knowledge for the team to be successful. Wellins, Byham, and Wilson describe six key factors in team development: Commitment to group goals; trust in each other; understand their purpose in the organization; communication among members and those outside the team; full involvement of team members; and process orientation.⁴ The plan for implementing the Facility Maintenance Team focused on these key factors.

Some of the actions that we accomplished to implement this team such as transferring the supply operation from the DOL to the DPW, were very specific to Ft. Campbell and Facility Maintenance. However, based on our experience, the following steps could be adapted to any similar effort:

STEP 1: Develop The Transition Plan (Appendix 1): This plan defines the purpose of the Facility maintenance Team and the necessary steps and time frame to implement the self-directed team. All the actions that were required and the target date for accomplishment of the action were defined. This plan is the guide that we used to keep the transition focused and on track. This plan is dynamic and changes are made as necessary. I found this planning step to be critical to the success of the team. It gave purpose and direction to the process.

STEP 2: Develop Team Charter (Appendix 2): The purpose of the charter is to identify the team members and the parameters through which they would work. It defined the mission, vision, and values for the team. General performance measures were identified as well as the team boundaries. Finally the charter included a statement of management's commitment. It is imperative at this juncture to identify team members that control the entire process. In the case

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of the Facility Maintenance Team we determined that it was crucial to include the supply function in the team since this is an integral part of the process to maintain facilities. This charter is important in that it puts in writing what is expected of the team and management's commitment to the team. We have found that we refer to it frequently.

STEP 3: Meeting with newly identified team: The purpose of this meeting was to discuss the team concept with the team members, explain to them the team charter and demonstrate management's commitment to the process. While the session was structured around the team charter, it was primarily a discussion with plenty of interaction. At this point the team members did not understand what was expected of them, how a self-directed team functioned, or why we were moving toward a self-directed team.

In developing the Facility Maintenance Team, the members were identified based on their current positions. Many of the guides to self-directed teams, emphasize the characteristics of team members and the importance of selecting the proper members and mix of skills and abilities to ensure a successful team. Our team members were selected by virtue of the position that they currently held. All supervisors of the sections that were part of the facility maintenance process were identified as team members. Since they didn't "sign up" for the team concept and were not very knowledgeable of self-directed teams, they were initially very resistant to the idea. They are each very competent in their chosen field and dedicated to providing the best service possible to their customers. My challenge was to teach them and explain the benefits of teams and to excite them and gain their commitment. This initial meeting was instrumental in beginning the education process. It also showed me that extensive discussions would be required before they could commit to the team concept.

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STEP 4: Discussion with Union Officials: The purpose of this meeting was to explain the concept and vision to union officials and solicit their support for the effort. It is imperative to get the backing of the workforce to effectively implement a self-directed management team. One step to do this is to get the local labor union involved. If this is successfully accomplished, changes will be more readily accepted and implemented by the workforce.

The discussions went well. The Union Officials were noncommittal. They liked the words and concepts but took a “wait and see” attitude. Ongoing discussions with the union are required to ensure their continued support.

STEP 5: Workforce briefings/discussions: The purpose of these briefings was to explain the concept of self-directed teams and why we were implementing them at the Facility Maintenance Branch. These briefings were conducted by the Maintenance Division Chief. They were conducted for groups of approximately 20 employees. Union officials were included in each group. The groups were mixed to include a cross section of workers from all shops in the Facility Maintenance Branch. The briefings were informal and conducted in a manner that would generate discussion. The most effective sessions were the ones in which extensive questioning and comments took place. I found that it is most effective to include outspoken individuals in each session to instigate discussion.

STEP 6: Conduct several team discussion sessions: The team must understand what is expected of them. We found that conducting team meetings where the primary purpose was to discuss the team concept was very effective. In one session we brainstormed two lists. On one the team members listed how they would work as a team and on the other how they currently worked. This exercise was very helpful as it brought to light misunderstandings of the

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team process. The discussion it generated helped all team members to better understand the purpose of the team and how it would work.

STEP 7: Conduct Myers-Briggs Assessment: We conducted this assessment to help the team members to learn a little more about themselves and each other. While these individuals had worked together for many years in the branch, their relationships would change in a team environment. I hoped that the Myers-Briggs assessment would help then to transition to this environment.

MYERS-BRIGGS TYPE INDICATOR RESULTS	
Coach	ISTJ
Member 1	ISTJ
Member 2	ISTJ
Member 3	ESTJ
Member 4	ESTJ
Member 5	ESTP
Member 6	ISFJ
TEAM	ISTJ

While an in-depth analysis of the Myers Briggs assessments is beyond the scope of this study, the exercise did provide the team with a forum to discuss and focus on their relationship and interactions. The dominance of the STJ types among the individuals is noteworthy. One characteristic of this type is a resistance to change. On the other hand they are reliable, focused, and responsible. The team has exhibited these behaviors as they questioned and explored the team process.⁵

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While developing a team, it is important to provide some methods for the team to address their changing relationships. The Myers-Briggs assessment worked well for us but other methods could provide similar forums to prompt discussion.

STEP 8: Conduct formal team training: Team training should be specifically tailored to the team. My initial concern was to provide the team with additional information and to allow them to discuss their concerns. I enlisted the services of our Total Army Quality (TAQ) office and LTC Greg Dardis from the Department of Behavioral Sciences and Leadership, United States Military Academy to conduct the training. Together, we developed a two day agenda that would focus on teams, empowerment, role clarification, problem solving techniques and team direction. This team is very work focused with little patience for games or role playing. We kept the agenda very flexible which allowed for us to stick with discussions that were helpful and move through areas that did not generate adequate interest.

We found that the team benefited most from discussions of team dynamics. Their give and take on the subject helped to clarify in their minds what to expect in the team environment. In addition, we conducted an exercise in which they identified barriers to their success, determined whether they had control of influence over those barriers, and what they could do to mitigate the problems. Interestingly enough, the exercise reinforced the scope of their responsibilities in that they realized that they had control or influence over most of the barriers that they identified.

It is critical in this step to know your team and tailor the training to their needs. A “canned” class that focused purely on concepts without tying it in to their specific mission would not have been effective with this team. In addition, this session illustrated the benefit of training

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with a small group. The Facility Maintenance Team was trained with one other team from the DPW. This enhanced team building and allowed us to be flexible with the training.

STEP 9: Begin regular team meetings: Regular team meetings began about 2 months after the team had been identified. Initially the meetings were not well focused. Members jumped from problem to problem and focused on issues that the team thought someone else should solve. Throughout these sessions, the facilitator and I had to redirect the members to focus on solutions and what they were going to do to solve the problems. It also became apparent that the team was too focused on the short term and needed to develop a plan of action to give them direction to achieve the long term objectives that had been given to them.

STEP 10: Team defined goals and objectives: The team was taken "off site" for two days for "team building" and to address their mission and objectives. I enlisted the assistance of the TAQ office who designed a course in "Team Building." It quickly became apparent that the team was impatient with more training and wanted to accomplish something tangible. The flexibility of our training methods allowed us to move from an instructional and team building mode to a facilitation mode. We used this session to lead the team in development of their goals, objectives, and the required activities to accomplish their initial goal. At the end of this session, each team member had a project that they were responsible for accomplishing. They had identified the other individuals outside the team that they would work with to accomplish this project, a time line for completion and a measure for success. In addition, the team and coach each communicated their expectations of each other and the team determined what their Total Army Performance Evaluation System performance objectives would be.

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GOALS, OBJECTIVES, AND ACTIVITIES

GOAL 1: Better Customer Service/satisfied customers/reduced completion time.

OBJECTIVE 1: Right information on service order.

ACTIVITY 1: Develop method to get supply status information into service order side of work management system.

ACTIVITY 2: Reevaluate how service orders are moved from shop to shop with goal of reducing "lost" time.

ACTIVITY 3: Develop system to prompt service order clerks to ask for detailed information.

ACTIVITY 4: Evaluate effectiveness of service order response cards and improve.

ACTIVITY 5: Reduce duplicate service orders.

ACTIVITY 6: Better accuracy of service order information.

OBJECTIVE 2: Fix it right.

OBJECTIVE 3: Better self-help program.

OBJECTIVE 4: Reevaluate priority system

OBJECTIVE 5: Improve work management system

GOAL 2: Improve infrastructure.

GOAL 3: Teamwork/cooperation within the workforce.

This session was really the turning point in the development of the Facility Maintenance Team. They had developed their course of action and a process to accomplish their mission. In addition, they each had a role and responsibility in accomplishing this mission. They were each fully involved in the team.

STEP 12: Just-in-time-training: As a team develops, there is a need to give them the tools for problem solving. In some cases these tools are techniques such as flow charting, prioritization matrixes, effective meeting skills, etc. and are generic. In addition, the team must have a broader knowledge of the organization. For the Facility Maintenance Team, this included such things as budget requirements, other processes within the DPW or installation, supply processes, etc. We provided the team with the opportunity to attend Business Process training to learn some techniques. Our primary plan is to rely on just-in-time training. Through the TAQ office, we have capable instructors who can provide the team with short courses when

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they need them. To gain organizational knowledge, we bring in experts from the Directorate as required.

STEP 13: Sustainment: This step includes the nurturing, encouraging and expansion of the team effort. For the Facility Maintenance Team, it includes commissioning and development of sub teams, continual learning, reinforcement of empowerment, and a commitment to improve the process. This step will continue for the life of the team.

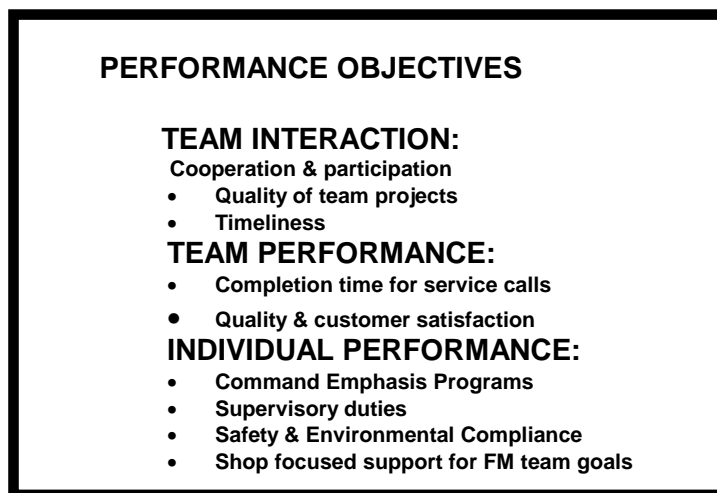
MEASURING PERFORMANCE

To be effective the team must hold themselves and each other fully accountable and they must all work toward the same objectives. One of the keys to holding the team accountable is to make it a part of the performance evaluation system. The Maintenance Division Chief rates each member using the Total Army Performance Evaluation System (TAPES). As part of this system, each individual has specific objectives that they intend to accomplish during the rating period. At the end of the period, each objective is rated as excellence, success, needs improvement, or fails. To adapt this system to the Facility Maintenance Team, three distinct portions have been included in the performance objectives of each individual on the team: team interaction, team performance and individual performance.

The first, team interaction, includes the objectives that reflect what team members expect of each other. The team developed these objectives. Each team member will receive an evaluation and rating from every other member of the team on these objectives. The Maintenance Division Chief will consolidate these for each individual's rating. The team performance objectives, developed by the Division Chief, reflect what the team is expected to accomplish. The Division Chief will rate these objectives and each member of the team will

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receive the same rating. The final group of objectives consider individual performance. These reflect the actions of each individual in their performance of supervisory duties, support of command emphasis programs, and safety and environmental compliance. In addition, each individual will have two to three specific objectives that they want to accomplish within their section in support of the team performance objectives. All objectives support and enhance the team's accomplishment of their mission.



Systems are in place to measure the team's effectiveness. Prior to October 96, performance was based on the time to respond to service orders by priority. We did not measure the time to complete an action because that was influenced to a great extent by supply, which we did not control. After October 96 the standard was changed to the time to complete service orders. In addition, we decreased the time for Priority 3 (Routine) work from 20 days for a response to 10 days for completion. We are collecting data and working toward meeting these goals by October 97.

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These initial successes that the team has realized are attributable primarily to the impact of controlling the supply function, correcting data, and clearly understanding that performance matters. Prior to including the supply process with maintenance their effort was to reduce inventory. After joining the Facility Maintenance Team, they began to realize the direct impact that their actions have on the facility maintenance mission. They work much closer with the workers now to ensure that they have a ready supply for critical parts. Since the team now understands the importance of performance data, they take steps to ensure it's accuracy. In addition, they focus on completion time and fully understand that it is a key measure of their success.

FY 96			
Performance Indicators			
	Unit of		
Indicator	Measure	Goal	Average
Priority 1 Response	DAYS	1	3
Priority 2 Response	DAYS	3	16
Priority 3 Response	DAYS	20	21

FY 97			
Performance Indicators			
	Unit of		
Indicator	Measure	Goal	Average
Priority 1 Completion	DAYS	1	<1
Priority 2 Completion	DAYS	3	10
Priority 3 Completion	DAYS	10	22

In addition, the team has developed a method to measure customer satisfaction. They provide a customer comment card on every service order to which they respond. Cards are

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given to the customer if they are available. If the customer is not available, the card is left on the item that has been repaired. The team determined that the card would serve two purposes. The first is to either notify the customer that the work has been accomplished or inform him of when the repair will be completed and the reason for the delay. The second is to give the customer an easy method to provide feedback. The customer can check whether they were satisfied with the quality and timeliness of the repair. There is also adequate space for the customer to provide written comments. These cards are simply dropped into distribution and returned to the DPW for analysis. The team implemented this process approximately 3 months after the team was formed. Adequate data is not yet available to assess their success.

This process was quickly implemented by the team. In the traditional environment, similar initiatives met with resistance and often required lengthy negotiation with Union Officials to implement. There was a feeling of mistrust as the supervisors (now team members) and unit employees wondered why “management” wanted to do this and how was “management” going to use the information. Under the team process the change was readily accepted by the unit members because they had a hand in developing it and they and the Facility Maintenance Team members see it as a way for them to measure their success.

CONCLUSION

Although in its infancy, the Facility Maintenance Team is fully functional. On a daily basis they are demonstrating the benefits of team management. They are taking a broader view, analyzing problems, finding solutions, and implementing them. Their actions consider the impact on the mission as a whole. They are anticipating customer's needs and taking care of

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the entire problem. The members of the self-directed team are holding themselves and their teammates accountable for their actions and results.

Through this study I learned that there are several keys to forming a functional team. They include planning, training, communication, and demonstrated commitment. Planning is required to ensure that you know what actions must be taken and to define the mission that you want to accomplish. Training is required to teach the team new skills and ensure that they fully understand team management. You must know your team members and tailor the training to their needs. Use this time to let them discuss and explore the concept. Be patient with initial resistance. Resistance will fade as members understand the process, are convinced of your commitment and feel the power of implementing their own decisions. You must continually communicate. Let the team and other members of the organization know what you are trying to accomplish and why. Listen to concerns and opposing viewpoints. Use these discussions to educate and explain. Finally, you must demonstrate your personal commitment to team management. Team members will test your commitment by asking for approval when they are responsible for the decisions. Keep reminding them that they are empowered to make those decisions. The Facility Maintenance Team has demonstrated the success of using these techniques for establishment of self-directed teams.

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¹ Katzenbach, Jon R. and Douglas K. Smith. The Wisdom of Teams. Boston: Harvard Business School Press, 1993. p. 25.

² Katzenbach, Jon R. and Douglas K. Smith. The Wisdom of Teams. Boston: Harvard Business School Press, 1993. p. 45.

³ Moran, Linda, Ed Musselwhite, and John H. Zenger. Keeping Teams on Track. Chicago: Irwin Professional Publishing, 1996. p. 15.

⁴ Wellins, Richard S., William C. Byham, and Jeanne M. Wilson. Empowered Teams. San Francisco: Jossey-Bass Publishers, 1991. p. 189.

⁵ Isachsen, Olaf and Linda V. Berens. Working Together - A Personality-Centered Approach to Management. San Juan Capistrano: Institute for Management Development, 1995. p. 177 - 203.

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APPENDIX 1

FACILITY MAINTENANCE TEAM
TRANSITION PLAN
SEPTEMBER 1996

PURPOSE

Transition facility maintenance from a traditional management structure to self-directed teams. The facility maintenance mission is to maintain and operate Ft. Campbell facilities cost-effectively to provide quality facilities for the soldiers and civilians who work and live at Ft. Campbell. The process includes maintenance, work reception, and supply.

Transitioning to self-directed teams will allow for the mission to be accomplished in the most effective way as determined **by the personnel who perform the function**. With the available resources and tools (people, service/construction credit cards, supply credit cards, and contracts) the team can best determine the methods and processes necessary to satisfy their customers by providing quality maintenance services in a timely and cost-effective manner. This concept removes traditional barriers to excellence by putting the people who perform the function in control of the methods that they use and hold them accountable for their results.

TRANSITION SCHEDULE

ACTION	MILESTONE
1. Understand process through reading and study.	1 OCT 96
2. Define/name members of Facility Maintenance Team	11 OCT 96
3. Preliminary discussions with foreman and Supply Chief to introduce concept and expectations.	15 OCT 96
4. Preliminary discussions with union to solicit involvement	15 OCT 96
5. Conduct initial training: Training to be conducted at Ft. Campbell or surrounding area. Training to be tailored to reflect our business. Training to be conducted in small groups to facilitate discussion and interaction.	1 NOV 96
6. Begin transition to team management in FM Branch.	1 NOV 96 - 1 JAN 97
7. Reassign DPW Supply form DOL to DPW	1 DEC 96

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| 8. Operate as the Facility Maintenance Team | 1 JAN 97 → |
| 9. In depth training for sub-teams. | 15 MAR 97 |
| 10. Sub-teams working | 15 APR 97 |
| 11. Evaluate performance | 15 SEP 97 |
| 12. Continuous improvement with teams | 15 SEP 97 → |

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APPENDIX 2

**FACILITY MAINTENANCE TEAM
CHARTER
OCTOBER 1996**

MEMBERS

Structural Maint. Supervisor
Electrical Maint. Supervisor
AC/Refrigeration Supervisor
Plumbing Maintenance Supervisor
Industrial Maintenance Supervisor
Supply Section Supervisor

COACH

Ch., Maintenance Div.

FACILITATOR

Ch., Facility Maint. Br.

MISSION:

Maintain, operate, and repair Ft. Campbell facilities in a cost effective manner to provide quality facilities for the soldiers and civilians who work and live at Ft. Campbell.

VISION:

All facility maintenance on Ft. Campbell with the exception of Family Housing, is managed and accomplished by the Facility Maintenance Team. This organization accomplishes maintenance using a variety of methods to include in-house craftsmen, contracts, and credit cards. Preventive maintenance is accomplished to reduce break-down maintenance, and customer calls for repair are accomplished in a timely manner. Customers provide input on the quality and timeliness of services. This team provides quality services that are constantly improving in a cost effective manner.

VALUES:

- Quality focus
- Customer Orientation
- Constant Improvement
- Participation and Involvement
- Accountability
- People Focus
- Cost Consciousness
- Stewardship

FROM TRADITIONAL TO SELF-DIRECTED
FORMING THE FACILITY MAINTENANCE
SELF-DIRECTED TEAM

PERFORMANCE GOALS:

- Completion time for service orders from customer call to problem fixed is as follows:

Emergency - 1 DAY

Urgent - 3 Days

Routine - 10 Days

- Quality is measured and improving.
- Customer satisfaction is measured and improving.

PERFORMANCE APPRAISALS:

Performance appraisals for team members will be prepared by the Chief, Maintenance Division. The appraisals will be a composite of objectives that include team standards (rated the same for all team members), team interaction standards (rated by fellow team members), and individual standards (rated by the Division Chief).

BOUNDARIES:

- Actions affecting areas within the control and responsibility of the team do not require further management approval.
- Actions that require support from or impact other DPW organizations will be coordinated with them and recommendations brought to the Maintenance Division Chief or DPW for approval as appropriate.
- Other team members may be identified by the team.
- Team will operate within a Facility maintenance budget.
- Union involvement will be sought
- Customer's service orders will not be closed until their problem is fixed.

MANAGEMENT COMMITMENT:

- Management fully believes that the members of this team and their subordinates are the experts in the facility maintenance business. Recognizing this, management trusts the judgment of the team and will actively support decisions and solutions based on the team's good judgment.
- Commercial Activities studies of facility maintenance will only be done as a whole. Direct conversion of small functions will not be pursued.
- Management will support and aggressively pursue waivers to regulations or policy as required by the team.
- Team determines where personnel cuts will be taken.
- The team coach will be available as requested by the team to participate in team meetings, provide input, and address team concerns or in any other capacity that the team requires.

FROM TRADITIONAL TO SELF-DIRECTED
FORMING THE FACILITY MAINTENANCE
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- The DPW is fully committed to this effort and will make himself available as requested by the team to participate in team meetings, provide input, address team concerns that cannot be (or are not) addressed by the team coach, or any other capacity that the team requires.